Civilian Review and Complaints Commission for the Royal Canadian Mounted Police

2018–19

Departmental Plan

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

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Institutional Head's message

The Commission is an agency of the federal government, distinct and independent from the RCMP.

Its mission is to enhance the accountability of the RCMP by providing an effective, independent and transparent process by which RCMP activities and member conduct are thoroughly examined and reported on.

The Commission's findings and recommendations help identify and remedy policing problems which stem from the conduct of individual RCMP members or from deficiencies in RCMP policies, procedures, training or practices.

To effectively deliver on its mandate, the Commission's strategic plans and operations must recognize and be responsive to the evolution of law enforcement practices and changing social, cultural and community expectations.

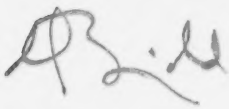
This is particularly significant in remote communities with unique social and cultural needs where the RCMP provides policing services. In recent years the RCMP's relationship with Indigenous communities has repeatedly been the focus of criticism both in terms of the conduct of individual members and the RCMP's organizational response to broader issues which impact the safety and security of Indigenous communities across Canada.

Commission outreach and education in these communities will be a priority over the coming year. Identifying the unique concerns of Indigenous peoples and raising awareness of the Commission's role in the complaint process and how its services can be accessed, will strengthen public confidence in the Commission's capacity to effectively respond to complaints and ensure RCMP accountability.

In addition to reviewing specific public complaints about RCMP member conduct, the Commission will conduct systemic examinations of specified RCMP activities, policies, procedures and training in an effort to address gaps which, if not appropriately addressed, may lead to public concern and complaints.

As the review body for Canada's largest and most diverse policing service, the Commission plays a leading role in bringing the law enforcement oversight community of practice together to address the issues that shape the future of policing and police accountability mechanisms in Canada.

This Departmental Plan outlines how the Commission will focus its energies and resources over the coming fiscal year.



Guy Bujold
Interim Vice-chairperson and Acting Chairperson

Plans at a glance

The Commission's plans and priorities are focused primarily on providing the public and the RCMP with an independent and transparent process through which to address concerns about RCMP activities generally and how members conduct themselves while carrying out their duties.

In this reporting period, the Commission will increase its focus on the unique needs of Indigenous peoples. Through direct consultation with Indigenous communities and their leaders the Commission will seek to identify matters which give rise to concerns about the conduct of RCMP members and explore resolution mechanisms which respond to the unique requirements of these communities.

The Commission will complete its Chair-Initiated Complaint and Public Interest Investigation into the RCMP response to the shale gas (fracking) protests in Kent County, New Brunswick, in 2013. This investigation, one of the largest ever undertaken by the Commission, is examining a number of issues that are important to Indigenous communities and that arose as a result of the policing of protests that were largely attended by Indigenous demonstrators.

The Commission will also examine specific RCMP activities, policies and practices, with a view to identifying and addressing systemic issues which are of concern to the public and which pose challenges for the RCMP. Included in this work will be the Commission's ongoing review of the RCMP's implementation of recommendations made in Justice Dennis O'Connor's *2006 Report of the Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar*. This review is examining more broadly the RCMP's effectiveness in addressing national security threats in Canada.

The Commission will continue its efforts to inform Canadians, community partners and stakeholders about its mandate and processes. Outreach activities targeted to Indigenous communities and stakeholders will remain a priority in this fiscal period. The Commission will also maintain its strategic leadership role with the Canadian Association for Civilian Oversight of Law Enforcement, bringing to bear the perspectives, resources and influence of the larger police oversight community to issues that challenge policing in Canada.

The Commission will continue to refine its structure and business model, identifying efficiencies which reduce administrative costs and enhance operational processes. Past success in this has allowed the Commission to invest in the new initiatives noted in this report, without the need for additional funding. It is anticipated that further expansion of these initiatives or the development of additional programing could well require resources beyond the Commission's current appropriations.

For more information on the Commission's plans, priorities and planned results, see the "Planned results" section of this report.

Planned results: what we want to achieve this year and beyond

Programs

Civilian review of RCMP members' conduct in the performance of their duties

Description

The Commission is an independent agency created by Parliament to provide fair and independent civilian review of RCMP members' conduct in the performance of their duties. The Commission accomplishes this by receiving complaints from the public about the conduct of RCMP members, and monitoring the RCMP's investigation of such complaints. Where a complainant is not satisfied with the outcome of the RCMP's response to a complaint, a request can be made to the Commission for an independent review of the members' conduct and the RCMP's handling of the matter. In reviewing complaints, the Commission may find that it is satisfied with the RCMP's handling of the complaint, or it may make findings and recommendations to the RCMP Commissioner and the Minister of Public Safety and Emergency Preparedness with respect to matters addressed in the complaint. The Commission also has the mandate to conduct reviews of specified RCMP activities; report to provinces and territories which contract RCMP services; conduct research, program outreach and public education; and provide independent observers to investigations of serious incidents involving RCMP members.

Planning highlights

Guided by the objectives outlined in its enabling legislation, the Commission strives to increase public confidence in the RCMP by enhancing its transparency and accountability to the public as well as to the provinces and territories which contract for its services.

The Commission's strategic approach to achieving this objective includes new and ongoing initiatives designed to improve the delivery of the Commission's core programs and services to Canadians. These include:

1) Strengthening the public complaint process

A strong, accessible and timely complaint process is essential to the credibility of both the Commission and the RCMP. The Commission has made use of leading edge communication tools and online technology to provide Canadians with an accessible and efficient way to voice their concerns. The Commission has streamlined and simplified its online complaint process resulting in a significant increase in the number of complaints received on-line and improved processing times.

Through effective monitoring of the RCMP's response to public complaints, as well as a robust review process which leads to findings and recommendations when necessary, the Commission aims to effect change and foster public confidence in the RCMP. By augmenting its capacity to conduct complaint reviews and independent investigations, gather and analyze relevant data, and track the manner in which its recommendations are accepted and implemented by the RCMP, the Commission can add to the credibility of the complaint and review processes.

In the fiscal 2018-19 period the Commission will:

- Continue its refinement of the complaint and review intake processes, including the adoption of a Commission branded common complaint form, to be used by the Commission and the RCMP, which will reinforce the independence of the public complaint process.
- Develop the Commission's Informal Resolution Program.
- Continue to track actions taken by the RCMP with respect to recommendations contained in the Commission's earlier reports.
- Enhance the Commission's data collection, statistical integration, analysis and reporting functions.

2) Strengthening the Commission's review and investigative capacity

It is of paramount importance that the review of police conduct, policy and practice be conducted independently, particularly where an incident attracts wide public interest and there is a public perception that the RCMP may not be impartial in its investigation of the incident. In the fiscal 2018-19 period the Commission will:

- Maintain a regional investigative capacity in British Columbia with a focus on responding to public complaints from Indigenous communities.
- Reallocate operating budgets to support increased in house investigative and review capacity.
- Establish an effective major case management system in support of public complaint reviews and strategic systemic investigations of specified RCMP activities.

3) Enhancing relations with provincial and territorial governments, as well as police and federal review bodies

The Commission is required to report on its activities to provincial and territorial governments. The Commission's relationships with provincial and territorial governments as well as police and review bodies are essential to its programs and services being responsive to the unique nature and needs of each jurisdiction. This will assist the Commission in enhancing the accountability and transparency of the RCMP towards the contracting provinces and territories.

In 2018-19 the Commission will:

- Conduct regular meetings with provincial and territorial governments, as well as police review bodies.
- Develop MOUs with provincial police review bodies that support collaboration, integration of services and joint investigations where appropriate and feasible.
- As required, share reports and other information regarding the Commission's activities with provincial and territorial governments as well as police review bodies.

4) Conducting specified activity reviews of RCMP programs, policies and practices

Conducting reviews of specified RCMP activities will contribute to the increased transparency and public accountability of the RCMP. The reviews will be supported by independent research and will include systemic examinations of policies, procedures and training, among other issues, and the results will be made public. Specified activity reviews can be undertaken based on any number of criteria, including at the request of provincial ministers responsible for policing where the RCMP provides service under contract.

During the fiscal 2018-19 period, the Commission will complete the ongoing specified activity review of the RCMP's implementation of Justice O'Connor's recommendations concerning national security activities.

5) Increasing outreach, public education and engagement efforts

Public awareness and understanding of the Commission's role and processes is also key to its success. The Commission's outreach activities over the past year have revealed that many communities and cultural groups remain unaware of the Commission and its role in the public complaint process. Developing engagement and outreach initiatives that inform all parties about the services the Commission provides and clearly outline how to access these services will strengthen public confidence in the Commission and its capacity to ensure RCMP accountability. To this end the Commission will:

- Establish annual engagement targets and priorities with a particular focus on Indigenous communities.
- Identify key community stakeholders and partners, and develop suitable engagement strategies and information materials for their use with a particular focus on Indigenous communities.
- Actively undertake outreach activities alone or in collaboration with other agencies to raise awareness of the CRCC, its mandate and the services it offers.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2014-15 Actual results	2015–16 Actual results	2016–17 Actual results
Enhanced transparency and accountability of the public complaint process	% of public complaints processed within CRCC service standards	2% annual increase	March 2019	87%	76%	79%
	% of reviews completed within CRCC service standards	2% annual increase		82% of satisfied & interim reports 91% of final reports	80% of satisfied & interim reports 100% of final reports	82% of satisfied & interim reports 57% of final reports
	% of complaints filed directly with the CRCC	2 % annual increase	March 2019	77%	76%	79%
	% of Interim Public Interest Investigation (PII) Reports issued within one year of PII being initiated.	2% annual increase	March 2019	0 of 6 Interim reports completed within one year of PII being initiated – 0%	0 of 2 Interim reports completed within one year of PII being initiated – 0%	1 of 8 interim reports completed within one year of PII being initiated – 12.%
	% increase in public confidence in the complaint process of a two-year period	2% increase	March 2020			

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
$7,862,135	$7,862,135	$7,862,135	7,421,848

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
50	50	50

Information on the Civilian Review and Complaints Commission for the RCMP's lower-level programs is available in the GC InfoBase.[i]

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
$2,790,154	$2,790,154	$2,790,154	$2,364,857

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
29	29	29

Planning highlights

Ensure that the most effective and efficient tools and administrative support are in place to facilitate the transition to the new mandate.

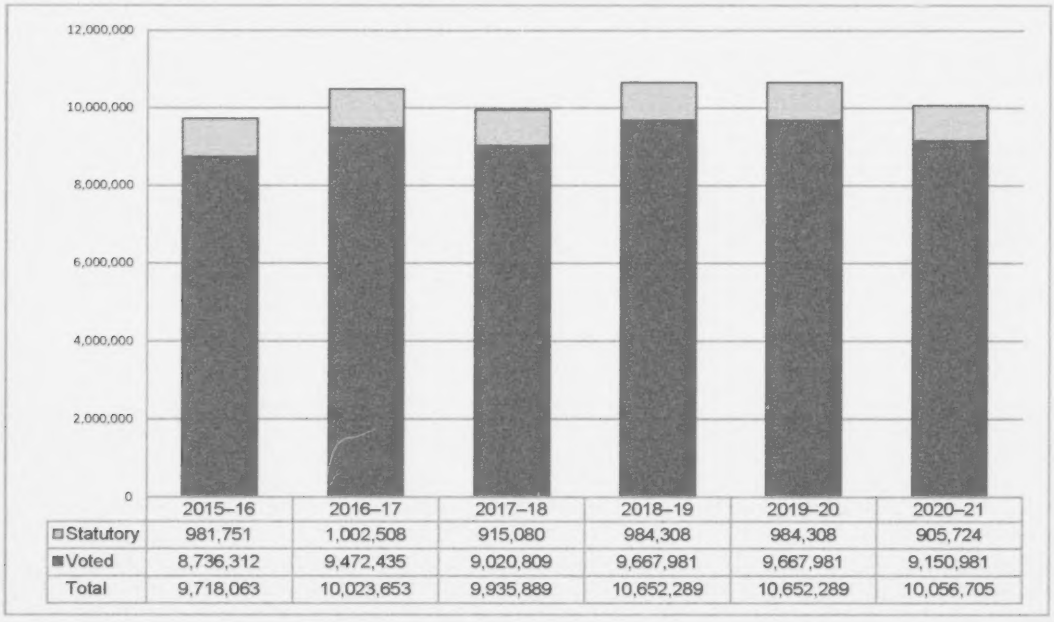
To respond to the requirements of its expanded mandate, the Commission must continue to ensure that its resources are deployed in the most effective and efficient manner possible. Its operational and administrative structures, tools and processes must be focused on supporting the delivery of its priorities. Streamlining business processes and employing strategies and technologies which enhance operational efficiency will reduce the internal services costs. Key objectives for this reporting period include:

- Completion of the final phase of the Commission's IT transformation plan.
- Continued refinement and integration of records management and case management systems and their application in all aspects of the complaint, review, and investigation processes.
- Review of organizational structure and human resources strategy to ensure an agile business structure that responds to operational needs.

Spending and human resources

Planned spending

Departmental spending trend graph



	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Statutory	981,751	1,002,508	915,080	984,308	984,308	905,724
Voted	8,736,312	9,472,435	9,020,809	9,667,981	9,667,981	9,150,981
Total	9,718,063	10,023,653	9,935,889	10,652,289	10,652,289	10,056,705

Budgetary planning summary for Programs and Internal Services (dollars)

Programs and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Independent Review of the RCMP	$6,529,281	$6,523,302	$6,657,357	$7,862,135	$7,862,135	$7,862,135	$7,421,848
Subtotal	$6,529,281	$6,523,302	$6,657,357	$7,862,135	$7,862,135	$7,862,135	$7,421,848
Internal Services	$3,188,782	$2,512,650	$2,360,307	$2,790,154	$2,790,154	$2,790,154	$2,634,857
Total	$9,718,063	$9,035,952	$9,017,664	$10,652,289	$10,652,289	$10,652,289	$10,056,705

2018–19 Budgetary planned gross spending summary (dollars)

Programs and Internal Services	2018–19 Planned gross spending	2018–19 Planned gross spending for specified purpose accounts	2018–19 Planned revenues netted against expenditures	2018–19 Planned net spending
Independent Review of the RCMP	$7,862,135	Nil	Nil	$7,862,135
Subtotal	$7,862,135	Nil	Nil	$7,862,135
Internal Services	$2,790,154	Nil	Nil	$2,790,154
Total	$10,652,289	Nil	Nil	$10,652,289

The Commission's expenditures and planned expenditures have remained stable with no sunsetting funding anticipated.

Planned human resources

Human resources planning summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Forecast full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Independent Review of the RCMP	45	46	45	50	50	50
Subtotal	45	46	45	50	50	50
Internal Services	22	19	22	29	29	29
Total	67	65	67	79	79	79

The increase in the Commission's forecasted FTE spending in 2018-19 and 2019-20 results from plans to expand the Commission's review and investigative capacity.

Estimates by vote

For information on the Civilian Review and Complaints Commission for the RCMP's organizational appropriations, consult the 2018–19 Main Estimates.[ii]

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Civilian Review and Complaints Commission for the RCMP's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Civilian Review and Complaints Commission for the RCMP's website.

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	$9,017,664	$10,652,289	$1,634,625
Total revenues	Nil	Nil	Nil
Net cost of operations before government funding and transfers	$9,017,664	$10,652,289	$1,634,625

The variance between planned and forecast results is attributed to increased resource levels anticipated to meet review and investigation requirements.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Ralph Goodale, P.C., M.P.

Institutional head: Guy Bujold, Interim Vice-chairperson and Acting Chairperson

Ministerial portfolio: Public Safety and Emergency Preparedness

Enabling instrument[s]: *Royal Canadian Mounted Police Act*[iii]

Year of incorporation / commencement: 2014

Other:

Raison d'être, mandate and role

"Raison d'être, mandate and role: who we are and what we do" is available on the Civilian Review and Complaints Commission for the RCMP's website.

Operating context and key risks

Information on operating context and key risks is available on the Civilian Review and Complaints Commission for the RCMP's website.

Reporting framework

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police Strategic Outcome[s] and Program Alignment Architecture (PAA) of record for 2018–19 are shown below:

1. Strategic Outcome: Public Confidence in the RCMP

1.1 Program: Civilian review of RCMP members' conduct in the performance of their duties.

Internal Services

Supporting information on lower-level programs

Supporting information on lower-level programs is available in the GC InfoBase.[iv]

Supplementary information tables

The Civilian Review and Complaints Commission for the Royal Canadian Mounted Police does not have any supplementary information tables.

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[v] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

E-mail:

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P.O. Box 1722, Station B,
Ottawa, ON K1P 0B3

Web:
http://www.crcc-ccetp.gc.ca/

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

planned spending (dépenses prévues)
For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)
The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)
A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)
A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)
An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)
Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)
A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
ii. **2017–18 Main Estimates**, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html
iii. *Royal Canadian Mounted Police Act* http://laws-lois.justice.gc.ca/eng/acts/R-10/index.html
iv. **GC InfoBase**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
v. **Report on Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp